

# The Gahanna Solution...



## Tech Industry Driven Expansion

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# T.I.D.E.

## Tech Industry Driven Expansion

### THE TIDE PROGRAM

Technology today is moving at breakneck speeds. Business retention and expansion programs are evolving to encompass these new forms of businesses across the country. Primarily, economic development practitioners are focusing more resources and efforts in developing high-tech environments for municipal growth.

The City of Gahanna has embraced this technology era by developing a new economic development plan driven by high-tech expansion. The Tech Industry Driven Expansion Program or T.I.D.E., will introduce Gahanna to the 21st century through focused economic development. Our goals, objectives, strategies, partnerships, and marketing plans will be explained in more depth in the pages of this narrative. The T.I.D.E. Program will facilitate modern development through a concentrated industry recruitment and expansion effort.

The basic theme of the **T.I.D.E.** Program is to "ride the wave" of



technology growth by focusing development efforts on a specific cluster of growth. Gahanna, Ohio sits geographically on the eastern edge of Columbus. Now the 15th largest city in the United States, Colum-

bus itself is experiencing a renaissance in technology developments. Gahanna is helping to lead that charge by implementing plans to develop one of central Ohio's most fiber rich communities. With help from both the private and public sectors, Gahanna is developing high levels of fiber optic networks throughout the city. This new infrastructure will serve many major needs of the city. The backbones will allow Gahanna to be competitive in the telecommunications market. By offering more consumer choices and quality network access to technology driven industries, Gahanna is acting as the catalyst for local development.

T.I.D.E. has three specific goals;

- 1) To become a "bleeding edge" community with a diverse eco-

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### Points of Interest:

- Partnership creation is the first step to success
- TIDE will form a blueprint for other communities to follow
- Gahanna will lead the way in building a fiber rich community for industry to grow and prosper
- Funding will come from several sources including federal, state, local and private contributions

## GOALS & OBJECTIVES

economic base by becoming the primary suburban community in providing development sites for attracting, retaining, and expanding technology based business developments;

- 2) To provide well-planned development opportunities that attract technology industries with significant growth potential and competitive wages; and
- 3) To develop a technology based expansion model (that may be replicated) to target market the strength of Gahanna.

Additionally, there are several objectives;

1. To form a collaborative partnership to create the model by the middle of 2001;
2. To identify clusters of high growth tech industries that create high paying jobs for Gahanna;
3. To utilize the leading location criteria for locally identified high technology industry clusters;
4. To provide development sites in Gahanna that meet the leading location criteria for selected high technology clusters;
5. To develop and expand info-structure as a part of the infrastructure;
6. To diversify and expand the City's knowledge economy;
7. To target market identified tech industries that incorporate our best practices; and
8. To attract industries that minimize environmental impacts.

These goals and objectives will be accomplished by implementing eleven strategies. Each strategy is designed to maximize each partner's resources and build the T.I.D.E. program into a strong economic development tool. Each of these strategies will be followed by a specific ACTION pertaining to Gahanna. These actions are directly intended to accom-

plish each strategy, objective and goal.

## STRATEGIES

### #1

To partner with the existing technology community in order to access and utilize their resources;

### ACTION:

1. To identify key partners, form agreements, assist in identifying appropriate technology clusters, and connecting Gahanna to the knowledge and intelligence required to access the global market place.

*Key Technology Partners:* To assist in providing the education and technological resources necessary for Gahanna to develop the technology driven expansion.

1. Tech Partners at The Ohio State University
2. The Columbus Technology Leadership Council (TLC)
3. The Edison Center
4. The Ohio Department of Development (Agri-Business)
5. Fishel Company
6. Agriculture Advisors of the Ohio State University
7. Ohio Department of Development Economic Development
8. Gahanna-Jefferson Public Schools

*Key Info-structure Partners:* To assist in providing the telecommunications network necessary for Gahanna to become a fiber rich community.

1. C3 Networks
2. Fishel Company
3. Ameritech
4. Applied Innovations
5. APEX/M&P

**Key Marketing Partners:** To aggregate the owners, developers, and agents in order to develop and finance a comprehensive and targeted marketing package that promotes the identified development sites.

1. City of Gahanna
2. AEP Economic Development
3. The Pizzuti, Cos.
4. Triangle Development Co.
5. Buckles Development Co.

**#2** To develop an economic development plan for a three-year target marketing and communications strategic campaign that will focus on selected Gahanna development sites that provide fiber rich infrastructures which meet the leading location criteria for select high tech industries. This marketing campaign will be called **T.I.D.E., Tech-Driven Industry Expansion**.

**#3** To further research area technology clusters based upon preliminarily identified Gahanna clusters, which includes Agri-Business, Agri-Biotechnology, and the Associated Tertiary Businesses.

**#4** To utilize leading location criteria per the tech clusters. (see appendix A)

**#5** To provide three appropriate Gahanna development sites for start-up, expanding, and mature industries within the technology field. These **T.I.D.E.** sites will be appropriately marketed as **WAVES**.

#### **ACTION**

**WAVE I:** The first development site to be identified is Eastgate Industrial-Technology Park (EIT), which is a 100 acre park located in the southeastern most section of the Industrial Zone. It is a public/private partnership between the City and Pizzuti Cos. Created in 1999, the project was funded by a \$2.5 million TIF. The site offers up to 100% tax abatement

for up to ten years.

**WAVE II:** The second development site to be identified is Crossroads Commerce Center, which is a 55 acre park located at the crossroads of Taylor Station and Taylor Roads within the Industrial Zone. It is a public/private partnership between the City and DRK Inc. Created in 1999, the project was funded by a \$2.0 million TIF. The site offers up to 100% tax abatement for up to ten years.

**WAVE III:** The third development site to be identified is Buckles B Office Tech Center, which is a 125 acre park located at the southern corporate limits of the City adjacent to I-270 and Hamilton Road. It is a proposed public/private partnership between the City and Buckles Development Company. To be created in 2001, the project is proposed to be funded by a \$5.0 million TIF. The site may offer tax abatement. This site will provide a new access point to the Industrial Zone via the Tech Center Drive extension over I-270.

**#6** To inventory and map existing telecommunications providers.

#### **ACTION**

1. The City, Fishel and C3 Network will create a database of fiber optic, technology carriers, voice and data, cellular, satellite, etc. companies operating in the area.
2. The City, Fishel and C3 Network will create a marketing database highlighting a fiber rich community with a high level of connectivity within the business and residential districts.

**#7** To develop a comprehensive marketing campaign to attract targeted technology industries over the next year.

#### **ACTION**

1. The Partnership developed a primary mar-

keting piece to advertise the **T.I.D.E.** Program.

2. The Partnership sponsors investment attraction activities.
3. The Partnership secures company marketing lists to identify clusters and leads.
4. The Partnership assist in the provision of strategic insider information, knowledge and innovation of new technologies and new companies - putting them in communication with the City.
5. The City develops a five step targeted contact and attraction process.

a) The Partnership focuses on branding or identity with T.I.D.E. target companies

c) The Partnership promotes success stories locally, regionally, nationally

b) The Partnership is responsible for targeted recruitment including marketing trips and contacts.

**#8** To establish a BUSINESS DESIGN CENTER as a central point for one of the designated WAVE locations. The business design center will:

A) Provide a place to envision new enterprises, formulate business plans, create marketing studies, apply research loans, and grants and financing,

B) Leads and provides management guidance for new companies.

C) Assists in the marketing and management of new products.

D) Provide needed technical support to businesses:

I. Public-private resource that invests in creative leadership

II. Venture Capital

III. Intellectual Capital

**#9** To “**Ride the T.I.D.E.**” by implementing the principles of the three year strategic plan.

### ACTION

A) The Partnership supports the creation of a Tech Incubator facility within one of the identified waves.

B) The City provides a **seat** for businesses that have outgrown the incubator within a WAVE.

C) The City formulates a **T.I.D.E. Table**, a network organization of tech industries as a subset of the City’s established Industrial Round Table.

D) The City induces a hospitable high tech environment by intra-promotion within the waves, i.e. **Infosplash** - City of Gahanna newsletter promoting local success stories.

**#10** To utilize linked websites to inform and attract businesses and talent.

### ACTION

1) To develop special links from Gahanna.org development site to **T.I.D.E.** site

2) To link the WAVE sites to the developer’s/ owner’s site for more information and direct contact with the developer

3) To link **T.I.D.E. WAVES** © to a minimum of six partners web sties within the first year

4) To extend links beyond the region ie., regional magazines, MODE, trade shows, etc.

**#11** To gain recognition for the (T.I.D.E.) model in the Greater Columbus market and replicate, as measured by the City of Gahanna.



## **EVALUATION MEASURES**

1) Count the number of expansions and attractions of Technology Industries, particularly the targeted industries

2 ) Count the number of employed technology professionals

3) Gather media rankings and recognition over three years for Gahanna/Region/State

i) Benchmark – 12/99 issue of Inc. magazine ranked Greater Columbus the 19<sup>th</sup> “best big metro area” in the nation for starting and growing businesses.

ii) Nielsen/NetRatings ranked Columbus as the 14<sup>th</sup> most wired city

iii) Interactive Week has named Columbus' Resource Marketing as one of the top 10 companies to work for in the Internet Industry

4) Count the number of retained and attracted employees within the WAVES

5) Count the total investment generated from the WAVES

6) Count the total number of **T.I.D.E.** WAVES created within the City during the three year timeframe

4. American Electric Power
5. The Technology Leadership Council
6. The Pizzuti Co.
7. DRK, Inc.
8. Buckles Development
9. The State of Ohio Department of Development
10. The State of Ohio Department of Agriculture
11. The Gahanna Jefferson School System
12. The Edison Center
13. APEX/M&P
14. Applied Innovation
15. Fishel Technologies
16. Tech Partners and Agriculture
17. Industry and Technology Council

Other partnerships will form. They include groups and individuals who will help develop specific aspects of the program. For example, a major marketing firm will be required to develop the primary marketing piece of the program. Relationships with government funding sources will also be developed to create funding opportunities. However, partnerships are not limited to these groups only. The **T.I.D.E.** Team must establish connections with external research firms, universities, tech development organizations, venture capital groups and other leaders in both the economic and technology development fields.

The Partnership will solidify commitments through individual Partnership Agreements with expectations clearly outlined. These agreements will encompass each member of the group and lay out the framework of the Partnership.

## **PARTNERSHIPS**

The formation of the key partnership is paramount to the success of the **T.I.D.E.** Program. This partnership centers around different influential members of the community. These partners each bring a valuable asset to the collaborative. Partners in the **T.I.D.E.** Program include;

1. The City of Gahanna
2. C3 Networks
3. The Ohio State University

## **MARKETING PLANS**

A comprehensive marketing plan is the primary focus of the Partnership. In addition to successfully completing the 11 outlined strategies the partnership will design, implement, disseminate and promote this plan. The mar-

keting plan will consist of several pieces and is not strictly limited to written documents. The marketing plan must be uniform. Each partner will use the same piece to consistently market the **T.I.D.E.** Program to many different audiences.

Several different items will be included in the marketing package which comprehensively covers the **T.I.D.E.** Program. These items include but are not limited too;

1. **Primary Marketing Document:** A professionally designed document will be used as the main marketing piece. This piece can be a longer description of the **T.I.D.E.** Program, including the goals, objectives, strategies, partnership and development sites.
2. **CD ROM:** The CD ROM is the main interactive piece of the marketing packet which encompasses the development sites (WAVES) primarily and focuses on the Partnership. This piece directly markets **T.I.D.E.** to interested parties and acts as the interactive stimulus for the program.
3. **Short Marketing Document:** This piece is a short advertisement/promotional piece that is disseminated by the Partnership on a regular basis. While the Primary Marketing Document is a long description, the Short piece is focuses on branding within the region.
4. **TIDE Advertisement:** This advertisement will be consistent among all of the partners. Each partner will use this same ad to market the program in selected publications. The Partnership will market the advertisement as a group in targeted media outlets.
5. **Exhibition Display:** An informative display will be created to help educate and promote the **T.I.D.E.** Program. This display can be used at conferences, trade shows, conven-

tions and marketing seminars. The display will feature informative and enthusiastic explanations of the **T.I.D.E.** Program and partnership/involvement potentials.

6. **Promotional Items:** The **T.I.D.E.** Program will produce a promotional item that reminds people about the initiative. This piece should be unique and special to the **T.I.D.E.** Program.
7. **TIDE Web Site:** The final piece of the marketing package is an excellent web site. The site will provide both a brief and comprehensive description of the **T.I.D.E.** Program. The site will also feature the strategies and more importantly the development waves. Additionally the web site will provide links to the partners and ways for potential groups to become involved in the **T.I.D.E.** Program.

## PROMOTIONAL EVENTS:

Two different but unique promotional events will further enhance the Marketing Plan. These events will bring major technology driven and agricultural focused business leaders to Gahanna. The events will introduce these leaders to **T.I.D.E.** and allow them to become part of the collaborative effort.

### EVENT #1: THE CREEKSIDE FESTIVAL

This event is for the whole family. A selected number of industry leaders, specifically in the agricultural/biotechnology field will be invited to spend a fun filled weekend in Gahanna. Upon arrival prospective partners will be introduced to the Partnership and then ushered away for many different events. The idea is to inundate the guest with Gahanna and the potential of the **T.I.D.E.** Program. Events include golfing, shopping trips, tours, food, music, art displays, crafts shows and of course first class accommodations in one of Gahanna's four hotels.

Our guest will witness an elaborate presentation by the entire Partnership that includes site visits. This presentation will touch not only on the **T.I.D.E.** Program but also the collaborative effort of all involved. This event will be scheduled to take place annually during the three year development stage. A complete database of individuals will be created through the partnerships and the Creekside Festival event will target market those selected attendees.

### **EVENT #2: COLUMBUS BLUE JACKETS HOCKEY**

The Columbus Blue Jackets are central Ohio's newest professional franchise. The Blue Jackets now give Columbus a major draw for entertainment and recruitment. To build on the momentum of the new hockey team the Partnership will host a major recruitment/promotions event at a Blue Jackets game. Held in the winter months, this event will be another attempt to promote Gahanna, central Ohio and the **T.I.D.E.** Program. Those invited to this event will include major technology leaders from around the region.

These leaders will be those highly involved in the technology industry and who offer inside

## **FUNDING MECHANISMS**

The proposed funding mechanisms to operate the **T.I.D.E.** Program come from various sources. As previously stated in the eleven strategies, the focus of the plan is Partnership commitment. Each partner will pledge specific amounts of both in-kind and monetary commitments. Additional funding opportunities have been identified that may supplement the partnership contributions.

Each of these funding programs are financial assistance opportunities sponsored by state or federal government.

## **CONCLUSIONS**

The **T.I.D.E.** Program requires great commitment from all of the partners in order to be successful. Timing is a crucial element in implementing the **T.I.D.E.** Program. As cities across central Ohio compete for business and industry growth the window of opportunity diminishes in recruiting and retaining technology driven development. **T.I.D.E.** will help solidify the bonds through a unique partnership agreement, among government, developers, non-profits, schools, the technology sector and telecommunications providers.

This program will develop a targeted marketing package to highlight major technology developments in identified technology sites (WAVES). These WAVES will be fiber rich and infrastructure strong within Gahanna. The partnership will provide marketing strategies aimed at attracting targeted industry. Most importantly these industries will provide high paying jobs which will solidify and diversify the local economy allowing the city to provide better, more efficient services to the community.

**T.I.D.E.** is an example designed for replication. With the creation of the complete partnership which includes business, government, university and development leaders, a formula has been created that can be implemented across Ohio. Gahanna is proud to lead the way in this new era of technology development. **T.I.D.E.**, Tech Industry Driven Expansion, will be the blueprint for model economic development into the 21st century.

If you have any questions or comments about the **T.I.D.E.** Program, please feel free to contact the City of Gahanna Department of Development at (614) 471-5059. Also visit our website at [www.gahanna.org](http://www.gahanna.org). **T.I.D.E.** was designed and developed by Sadicka White, Jennifer D'Ambrosio, William Murdock, Tobias Rittner, and Shawn Leininger for the City of Gahanna Department of Development. 2001.